

Quadrant II Newsletter

Research shows that the difference between leaders who derail in their career and those that soar to great heights is social skills. Social skills appear in the second quadrant of Stephen R. Covey's Importance-Urgency matrix: social skills are important to a career but not urgent (Covey is author of the top-selling business book *The 7 Habits of Highly Effective People*). Quadrant II provides an opportunity for business and technical professionals to learn and try out new social skills based in science.

3Apr2019, author: Valerie Patrick, PhD, *How Conflict Helps and Hurts Performance*

Quotable (*Key Message*)

Distinguish between issue conflict and people conflict to enhance performance.

Quantify (*The Science*)

The innovation by a team has been found to increase with issue conflict but decrease with people conflict (Hülshager, U. R., Anderson, N., & Salgado, J. F. (2009). Team-level predictors of innovation at work: A comprehensive meta-analysis spanning three decades of research. *Journal of Applied Psychology*, 94(5), 1128-1145). The creativity by a team also has been found to increase with issue conflict and decrease with people conflict

(https://www.researchgate.net/publication/6273255_The_Situational_Outlook_Questionnaire_assessing_the_context_for_change). Dr. Margaret Neale, Professor of Management at Stanford University's Graduate School of Business, explains how people conflict can derail a negotiation while finding differences in issue prioritization can improve negotiation results by revealing opportunities for value creation (<http://fulcrumconnection.com/blog/027->

[apply-psychology-economics-negotiate/](#)).

Qualify (*Put into Practice*)

The next time you would like to run a brainstorming session to come up with solutions for a well-crafted problem statement (one that starts with How to, In what ways might, How might), try the following simple process:

- Establish the following 3 ground rules: Trust the process, Quality over quantity, and be curious about different perspectives on solving the problem.
- Ask participants to come up with 1 to 3 high quality ideas working on their own.
- Next ask participants to form random pairs to discuss their ideas and come up with new ideas.
- Give participants time to work alone again processing the pair discussion and generating 1 to 3 new high-quality ideas.
- Ask participants to pair up with a different person and again discuss their ideas to generate new ideas.
- Collect all ideas for consideration.

Giving participants time to work alone helps them develop their unique perspective. The focus on quality over quantity and pair work promotes issue conflict. Being curious about a different perspective helps to minimize people conflict in the pair work.

Quip (*Fun*)



Yelling to demand performance as the character Dwight from The Office is doing in this picture does not qualify as issue conflict.

Quest (*Resources*)

Discover how justification and mindset are related:

<http://fulcrumconnection.com/blog/justification-mindset-related/>.

Keep watch for a special introductory offer in this newsletter for a learning solution on how to improve performance through teamwork. This learning solution is a premier and science-based opportunity to lead high-performance teamwork and fix teamwork gone bad. Details to follow and inquiries welcome to Valerie.Patrick@FulcrumConnction.com.

About Fulcrum Connection LLC

Fulcrum Connection specializes in instructional design, training, speaking, facilitation and consulting to develop skills in leadership, innovation, sustainability, troubleshooting teamwork, and managing technical professionals.